STRATEGIC HR LEADERSHIP
In a global economy characterised by customisation, speed and innovation, effective human resource management (HRM) is key to successful strategy execution.

Your organisation’s core assets are your employees: their knowledge, skills and relationships. Human and social capital might be less tangible than financial or physical assets, but it is no less critical to organisational success.

Through Strategic HR Leadership, you will understand the strategic role HRM plays in providing your organisation with a sustained competitive advantage by unlocking your employees’ productive potential. You will also identify and develop the leadership behaviours you need to ensure your organisation attracts and retains quality people for the long term.

This program helps you to apply strategic HRM that drives organisational performance and produces tangible return on investment. You will return to the workplace equipped to present a clear view of the benefits HRM offers for your business and gain support for strategic initiatives within your organisation.

Who should attend?
This program is suitable for:

- Senior human resource (HR) leaders with strategic organisational influence.
- General Managers of business units responsible for implementing HR strategy.

We welcome local and international participants from all sectors.

Key benefits
By the end of your program journey, you will be able to:

- Build sustained competitive advantage through people by maintaining an engaged, motivated workforce.
- Design and implement HRM initiatives across your organisation based on proven theory, practical frameworks and global best-practice techniques.
- Gain support from key stakeholders by effectively communicating the strategic value of HRM for your business.
- Evaluate HRM initiatives to ensure continued alignment with strategic organisational goals and accurately calculate return on investment.
- Motivate and retain talent through effective strategies based on best practice to maintain engagement, reduce the cost of employee turnover and drive organisational performance.
- Deliver effective feedback by understanding yourself and examining the factors that influence successful one-on-one feedback for employees.

Learning methods
Our programs are centred on practical, applied learning. Each element is carefully designed to integrate seamlessly into a cohesive journey that embeds learning and enables lasting change. Your program experience is supported throughout by Thread, our MBS-Mt Eliza online learning platform, and class sizes that preserve an effective, interactive environment.

On this program:

- Interactive sessions delivered by our world-class faculty are grounded in academic research to increase your strategic HRM awareness and effectiveness.
- Case studies provide practical, real-world examples that translate research-based HRM theory into applicable skills.
- Video role play allows you to gain insights into your own behaviours and focus on the elements that influence the delivery of effective feedback.
- Peer learning groups facilitate knowledge sharing, collaboration and peer feedback to ensure you have a powerful and personal experience that drives results.

OVERVIEW

PROGRAM SNAPSHOT

Length: 3 days
Location: Kuala Lumpur, Malaysia (non-residential)*
Program Director: Professor Ian Williamson
Fee: AUD$4,744
Date: 8–10 Dec. 2014
Enrol now: mteliza.mbs.edu/shrl

For further information please contact Ian Noronha at our Kuala Lumpur office on +60 3 2615 0170 or i.noronha@mbs.edu

*This program is non-residential. Participants are not required to stay on campus or participate in program activities after hours. Accommodation is not provided for this program.
**JOURNEY**

Your program journey is crafted to ensure you emerge with demonstrable new skills and behaviours in line with your learning goals. This program explores the following key themes:

**Pre-program preparation**
- Access to program materials and networking through MBS-Mt Eliza’s online learning platform, Thread

**Program**
**Competitive advantage through people**
- People management strategy
- Firm business strategy
- The external environment
- Organisational outcomes
- Empirical and conceptual links
- Positive performance: key HR practices

**People management initiatives**
- Evaluating HRM initiatives
- Calculating return on investment (ROI)
- Problem solving in HRM

**Motivating and retaining talent**
- The true cost of employee turnover
- Performance benefits of employee engagement
- Enhancing employee engagement
- Reducing voluntary turnover of key talent
- Talent retention issues: a closer look

**Delivering effective feedback**
- Effective organisational performance feedback systems: what are the barriers?
- Your current performance management system: strengths and weaknesses
- Delivering effective feedback

**Post-program support**
- Continued learning through access to program materials, facilitators and networking via Thread

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**Professor Ian Williamson**
Professor
Melbourne Business School

Read Ian’s full bio at: mteliza.mbs.edu/shrl

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**PROGRAM DIRECTOR**

**Qualifications:**
PhD (Organisational Behaviour),
University of North Carolina (Chapel Hill)
Bachelor of Science (Organisational Behaviour),
University of Miami (Oxford, Ohio)

**Summary:**
Ian is the Helen Macpherson Smith Chair of Leadership for Social Impact at Melbourne Business School, where he is also the Director of the Asia Pacific Social Impact Leadership Centre and Associate Dean of International Relations. He is an experienced consultant and academic, with a special focus on the value of developing and retaining talent within organisations.

**Expertise:**
- Strategic human resource management
- Employee recruitment and retention
- Leadership pipeline development
- Executive coaching

**Ian and Strategic HR Management:**
Ian has more than a decade of experience consulting across the public and private sectors, including ANZ, Bunnings, BHP Billiton, Etihad Airlines, Melbourne Water, Pacific Brands, PwC, Sensis, Vision Australia and Urbis. An acclaimed academic, Ian’s research focuses on developing effective ‘talent pipelines’ to enhance organisational and community outcomes; how organisations recruit, select and retain knowledge workers; managing diverse workforces; and the role of human resource practices in driving firm innovation.

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Participants are eligible to **claim program fees of RM14,000** under the HRDF’s SMETAP Scheme.

All program participants will also go in to the draw to **win one of two iPad mini’s.**
“THIS PROGRAM HELPED CONSOLIDATE MY REAL-WORLD KNOWLEDGE WITH PRACTICAL METHODOLOGIES THAT UNDERPIN SUSTAINABLE STRATEGIC GROWTH.”

Catherine Crowley | 2013
Head of People, Swisse Wellness Pty Ltd
Strategic HR Leadership | 2012
PARTICIPANTS

This program attracts participants from a diverse range of industries and functions. You will network with executives at similar levels of seniority, who understand the complexities and pressures of your role. Exploring new insights and challenging your assumptions with peers on this program adds a valuable dimension to your experience.

6.5
OUT OF 7 RATING
Our participants rate our programs an average of 6.5/7 across our Open Program portfolio.

46%
SENIOR HR MANAGERS
On average, 46 per cent of participants for this program are Senior HR Managers.

1
RANKED FOR FACULTY
We are ranked No. 1 in Asia Pacific for teaching quality and facilitators working together to present a coherent program (Financial Times, 2013).

FUNCTION*

"MANY ORGANISATIONS TOUT PEOPLE AS BEING THEIR MOST IMPORTANT ASSETS, HOWEVER IN REALITY ADOPT AN EXPENSE-REDUCTION ORIENTATION TOWARDS PEOPLE, RATHER THAN A RETURN-ON-INVESTMENT APPROACH."

Professor Ian Williamson
Program Director | Strategic HR Leadership

MAIN INDUSTRIES

Finance/trustee services . Public relations . Property/facility management
EXECUTIVE PROGRAMS

Customised Programs
Why not consider a program that is fully customised for your organisation? We partner with organisations to co-design programs that meet your specific learning and business development needs. Our clients span the private, public and not-for-profit sectors across Asia Pacific.

Executive Coaching
We offer Executive Coaching through many of our programs and also as a standalone service for one-on-one or group development. Coaching improves knowledge retention and results in more effective learning application back in the workplace.

Open Programs
Our Open Programs offer intensive executive development across a diverse range of business competencies. Whatever your career stage or aspirations, there is a program to suit your needs. Select your next program from our portfolio.

Visit us at mteliza.mbs.edu to find out more.

DEGREE PROGRAMS

Fast-track your career through a Master’s degree at Melbourne Business School. Our extensive suite of Master’s programs includes full-time and part-time degrees that align with your experience, qualification and professional ambition.

Our portfolio:
- Full-time MBA
- Part-time MBA
- Executive MBA
- Senior Executive MBA
- Master of Business Analytics
- Master of Management suite
- Master of International Business
- Specialist Master’s suite
- Research higher degrees

Visit us at mbs.edu to find out more.

NEXT STEPS

Visit our website and enrol online mteliza.mbs.edu

Contact our Asia Office
Ian Noronha
+60 122 001 661 | I.Noronha@mbs.edu

Jeff Soong
+601 126 101 332 | J.Soong@mbs.edu

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MBS-MT ELIZA EXECUTIVE EDUCATION OPEN PROGRAMS
REGISTRATION FORM

STRATEGIC HR LEADERSHIP

Requested program start date:

Personal details
Title First name Last name
Position title
Organisation
ABN/ACN
Address 1 Address 2
City State/province Country Postcode
Tel (bh) ( ) Email
DOB / /

Dietary requirements  O No  O Yes (please specify)
Health requirements  O No  O Yes (please specify)

Emergency contact
Name Relationship to participant
Tel ( )

Our programs are delivered in English. Do you have a high level of English proficiency?  O Yes  O No

Main area of responsibility:  O General Mgt  O Sales/Marketing  O HR/Training  O Info Systems  O Finance
O Engineering  O Production/Operations  O Other (please specify)

Management level:  O Young professional  O Middle  O Senior  O Executive

Responsibilities of your current role

Number of direct reports Number of years’ professional work experience

Company revenue:  O <$1m  O $1m - $5m  O $5m - $10m  O $10m-$50m  O $50m-$100m  O $100m+

Reasons for attending the program

Organisation details
Organisation type:  O Public Co  O Private Co  O Not-for-profit  O Federal Govt  O State Govt  O Local Govt  O Govt Business Enterprise
Site address (must be completed if different from postal address)

Postcode

Acceptance of terms and conditions (to be signed by the person authorising payment)
I understand and agree to the terms and conditions. Upon acceptance of this application, I/my organisation will become liable for the program fee and will be bound by the terms and conditions.

If completing this form electronically, please tick this box to confirm your understanding and acceptance of the terms and conditions.

For hard copy applications, please sign the printed copy.

Signature Date

Title First name Surname
Position Organisation
Postal address Postcode
Tel (bh) ( ) Fax (bh) ( )
Email

Payment details
Program fees:

Fees cover all accommodation (where applicable), meals, tuition and materials. Personal and travel expenses are not included.

Cheque enclosed (payable to Melbourne Business School)  O Please invoice me
Please charge my:  O Visa  O Mastercard  O Dinners  O Amex (ID no )
Card no CVV
Name on card Expiry date /

Cardholder’s signature Date

TERMS AND CONDITIONS

Program fees are due six weeks prior to program commencement. Payment methods are detailed below. Programs are frequently oversubscribed and places can only be guaranteed on receipt of a signed application form and acceptance of terms and conditions. Melbourne Business School reserves the right to cancel a program and will endeavour to provide participants with as much notice as possible. Upon cancellation, any fees already paid by the participant will be refunded. As Melbourne Business School incurs substantial administrative costs prior to the commencement of a program, the following policy applies to variations in enrolment in programs. Please note that variations must be notified in writing.

WITHDRAWAL AND DEFERRAL

If the participant withdraws more than six weeks before the program start date, Melbourne Business School will provide a full refund. Participants are allowed one free deferral to the same program within 12 months of the initial program commencement date and a maximum of two deferrals, provided they notify Melbourne Business School in writing no less than four weeks before the program commences. If less than six weeks’ notice is provided for withdrawals and deferrals, the following fees are payable:

WITHDRAWAL

14 days or less 50% of program fee  O $990 administration charge (incl. GST)
15 to 28 days 50% of program fee  O $990 administration charge (incl. GST)
29 to 42 days 100% of program fee  O $990 administration charge (incl. GST)

DEFERRAL

SUBSTITUTIONS

Depending on program requirements, substitutes may attend a program in place of another person but notice must be given in writing to Melbourne Business School. The proposed substitute will be subject to the same selection process as the original candidate. All substitutions may incur a late processing fee.

PRIVACY NOTIFICATION

Your privacy is important to us, please visit our website for full details of our privacy notification.

Melbourne Business School Ltd ABN 80 007 268 233
The program outline and other information was correct at the time of printing, however may be subject to change.

October 2014
NEXT STEPS

Visit our website and enrol online
mteliza.mbs.edu

Contact our Asia Office
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